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Assistant Director, Office of  
Collection and Dissemination  
Management Officer

23 August 1949

Management Survey of the Graphics Register,  
Office of Collection and Dissemination.

1. Findings

## A. Overall functions and responsibilities

The functions and responsibilities of the Graphics Register as stated in the overall CIA Organization and Function Charts are belayed, after examination, to be generally defined and sound in concept. The personnel assigned have clearly indicated a sincerity of purpose and a desire to perform the best possible service from an Agency standpoint.

## B. Operational Procedures

Certain inherent procedural difficulties were disclosed, most of these were stated to be mandatory either for records of individual attainment or for utilization by higher authority. The routine administrative procedures were found to be decentralized and as a result professional personnel were utilizing approximately 40% of their available time for these functions.

2. Organization

A. The Graphics Register is composed of an Office of the Chief and two divisions, the Photograph Division and the Film Division (present T/O attached as exhibit "A").

B. A similarity of major functions exists within the two divisions, with the responsibility for type of material as indicated by title. Major responsibilities include:

1. Analysis for accession and fulfillment of requests.
2. Location, selection, and procurement of other government or commercial holdings.
3. Preparation of analysis [redacted] processing. 25X1
4. Integration and select [redacted] holdings.

3. The Photograph Division

A. The Photograph Division r  
2,031 items which include [redacted]

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books, periodicals, etc. No accurate records exist to indicate the number of photos selected, analyzed, captioned, and coded from the above number during this period. The total reported productive effort of the Photograph Division during the month of July 1949 included:

1,106 photographs accessioned  
1,469 individual photographs requested  
695 analysis code sheets prepared for IBM processing.

- B. During this period there were four professional analysts assigned to accessioning and fulfilling photographic requests with a total of 2,575 photographs processed. An average for a 21 work-day month of 30 photographs per analyst per day. Two professional analysts assigned to the preparation of code analysis sheets processed 695 during the month for an average of 16 per analyst per day.
- C. As of 30 July 1949 there were a total of 358,633 photographs available within the division, however, only 31,698 or less than 10% are coded for IBM processing.
- D. As a result of preferential treatment being given to priority requests on loan materials only a small percentage of current material received is processed and accessioned, this operational residue is constantly increasing and is due largely to the 40% of each professional's time being consumed in routine administrative procedures plus the complexity of internal operating procedures.
- E. A repository of unprocessed photos <sup>is</sup> ~~are~~ currently being held in the Photograph Division, these are from OSS, State, and miscellaneous sources and estimates include:

250,000 negatives on reels with partial analysis  
350,000 photographs including duplicates not scanned  
700,000 photographs unprocessed (including duplicates)  
in Photograph Division possession.

- F. To summarize, of an estimated 1,238,633 photographs available within the Photograph Division ~~538,633~~ or 43.5% are processed and 31,698 or 3% are coded for IBM processing.

#### 4. Recommendations for Photograph Division

- A. Being Implemented: (See exhibits "C" and "D")
  - 1. Installation of simplified control system utilizing a minimum number of required forms.
  - 2. Location of control clerk in the Office of the Chief.

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3. Discontinuance of individual logs, records, and reports maintained by professional personnel.
4. Assignment of clerk-typist personnel for clerical and typing functions previously performed by analysts.
5. Retention of photographs within individual folders in the files and requesting that persons scanning division holdings indicate by number or location photos desired on separate sheet. The procedure obviates the necessity for the constant refiling of our own holdings.

**B. Not Implemented:**

It is recommended:

1. That individual analyst monthly coding statistics, as maintained for comparative production rates, be discontinued after sufficient data have been accumulated for supervisory personnel to arrive at a norm.
2. That one professional analyst be designated for external research and liaison for continual examination of photographic holdings (both within and outside the Washington Area) and selections necessary to meet requester requirements and for augmentation of CIA holdings.
3. That as soon as possible after current materials are processed all personnel, regardless of normal assignment, that can be assigned analyze, code, and accession photographs now held in the division from miscellaneous sources.
4. That caption sheets and analysis code sheets be destroyed after photos are accessioned and IBM cards have been prepared and verified.
5. That formal requirements thru CIA collection channels be recognized without questioning intelligence potential, as only those deemed essential to answer specific requests will be forwarded from the Graphics Register.
6. That loaned material with specific deadlines received from outside sources be transmitted directly to the Register without going thru Liaison Branch channels. The time currently consumed by this procedure cuts available working time of both the Graphics Register and the Reproduction Division, Services Office to the barest minimum in the majority of cases.
7. That  reports to be disseminated to IAC Agencies listing photographs and descriptions of Graphics Register holdings have CIA accession numbers inserted into the report prior to dissemination. This method will eliminate the necessity of retaining copies of  reports for

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reference to paragraph designations in filing requests.

8. That direct liaison be established as provided in Administrative Instruction [ ] between the Graphics Register and IAC libraries of photographic holdings without the necessity of Liaison Branch channels each time such action is necessary.

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5. Recommended T/O for Photograph Division

The recommended T/O together with assignment of major responsibility is attached as exhibit "B".

6. Estimated Savings in Photograph Division

- A. Reduction of 15 forms to 5, a saving of 66 2/3% (based on the cost of printing, maintenance of stock and use of each CIA form at \$3,000 per annum) a per annum saving of \$30,000.
- B. Increase in available man hours of professional personnel of 29 man hours per work-day (based on 9 professional personnel being relieved of administrative and operational procedures consuming 40% of available time). This increase of 6,960 man hours per annum (based on 240 work-day year) is the equivalent of 3.6 additional professional persons per annum.

7. Film Division

Findings

- A. The present accessions of the Film Division number approximately 2,000 films on which complete IBM processing has been completed. There is a backlog of approximately 2,000 code analysis sheets awaiting typing of mats.
- B. Mat preparation is proceeding at the rate of 50 to 60 per day, this rate falls far short of the daily average set by the Library Branch of 100 to 125 mats per person per day.
- C. Two card files of accessioned films are maintained in the Film Division, one file numerically by accession number and one file by film title. As soon as facsimile equipment is received in Machine Methods Branch this can be reduced to one file by title, for checking of duplications when materials are accessioned.
- D. Professional personnel have only analyzed a small portion of the monthly intake of periodicals and documents, this is due largely to approximately 40% of available time being spent on routine administrative procedures and other miscellaneous non-professional duties.
- E. No provision has been made to exploit governmental and commercial

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film holdings outside the IAC and the Washington Area. For example, there is a potential of unscreened OSS material of approximately 250,000 to 300,000 feet at Astoria, Long Island that should be screened and accessioned for inclusion in CIA holdings. There are many other repositories of films to which CIA may gain access that are completely undeveloped.

- F. The present storage facilities for highly combustible 35 mm nitrate film are not in accordance with safety regulations governing the handling and storage of such materials. The Film Division has in its possession approximately 100 reels, 100,000 feet of nitrate film plus that film borrowed on a short loan basis from commercial sources.
- G. The film projectionist has been running an estimated 30 to 40 showings per month and screening time has been scheduled for continuous customer requests. The demands for showings cause considerable juggling of time to meet all requests as approximately 50% of projectionist time is consumed in pick-up and delivery of films. During the projectionists absence it has been necessary to have other division personnel operate projection equipment.

8. Recommendations for Film Division being Implemented

- A. Register control clerk in the Office of Chief maintaining control and administrative procedures.
- B. Machine Methods Branch have agreed to have two copies of IBM cards printed and returned to Film Division before key-punching. This will enable analysts to check cards, as a means of screening for duplication when preparing accessions of films, instead of checking files of code sheets for similarity of title or content.
- C. An order has been placed for electromatic typing equipment to assist in the reduction of the backlog of 2,000 mats. Both typists in the Film Division after being relieved of control procedures will concentrate on preparation of mats to bring this operation up-to-date.

9. Recommendations for Film Division not Implemented

It is recommended

- A. That one professional analyst be designated for external research and liaison for continual examination of film holdings (both within and outside the Washington Area) and selections necessary to meet requester requirements and for augmentation of CIA holdings.
- B. That a film vault be constructed that conforms to standard safety regulations for storage of combustible materials.
- C. That projectionists be relieved of messenger functions in the

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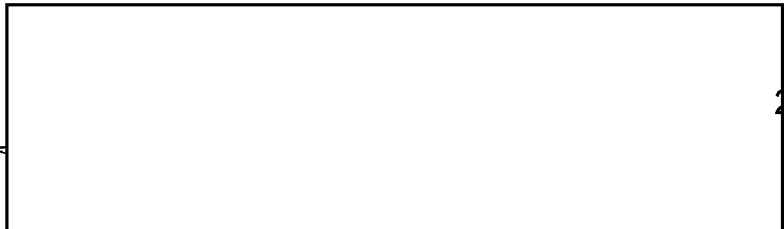
pick-up and delivery of films obtained from local sources.

10. Recommended T/O for Film Division

The recommended T/O together with assignment of major responsibility is attached as Exhibit "B".

11. Estimated Savings in Film Division

Increase in available man hours of professional personnel of 13 man hours per work-day (based on 4 professional personnel being relieved of administrative and operational procedures consuming 40% of available time). This increase of 3,120 man hours per annum is the equivalent of 1.6 additional professional persons per annum.



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*and verbal general recommendations submitted.*  
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